



Minnesota Professionals for Psychology Applied to Work

Upcoming Speaker

By Gary Johnson, VP Programs

THURSDAY, OCTOBER 18: Toxic Personalities at Work: Implications for Practice

Mitch Kusy, Ph.D.

Leaders have talked about it, experienced it, maybe even succumbed to it—toxic personalities at work.

Individuals who demonstrate counterproductive work behaviors that poison a work team or even an organization have been long on history, but sparse on bona fide research *and* consistent leadership practices in how to handle this, until now. Stay tuned as you hear the dramatic results from Mitch Kusy's national research study of toxic personalities—results that pinpoint the core dimensions professional psychologists need to employ as consultants to leaders.



In this session, Mitch will first share the results of his national study employing a mixed-methods design of extensive leader interviews and a survey of 1,000 leaders. Second, he will pinpoint the 5 concrete research results that IO psychologists must consider in helping leaders intervene and mitigate the effects of toxic personalities.

Mitch Kusy is a professor at Antioch University and the University of Auckland. He was a professor in the doctoral program in organization development at the University of St. Thomas. Mitch also directed the leadership development area at American Express Financial Advisors; and managed organization development and employee relations for Health Partners, Inc. He earned his doctorate in organization development from the University of Minnesota.

His latest research study is on the specific strategies leaders should employ to mitigate the effects of toxic personalities at work.



MPPAW Update

By Amy McKee, President-Elect

The rainy weather lately has reflected the sadness in the local I/O community over Marvin Dunnette's passing. For those of us who studied and worked with him, and for many around the world who appreciated him only by reading some of his 250+ publications, it truly is the end of an era. At the memorial service, many noted Marv's modesty and his attribution of success to being surrounded by talented peers who presented wonderful opportunities. I know my career has been touched by the generosity, mentorship, and challenges I received by being in Marv's presence. At times I've been convinced that a conversation between him and my undergraduate advisor and mentor, Joyce Hogan, got me into the University of Minnesota graduate program! And, Marv's offer of employment at PDRI presented me with an outstanding opportunity to learn applied research and scientific consulting from the best in the business. His standard of excellence shone through everyone's work and every project. And although he was not effusive, Marv always made it clear he appreciated my contributions at PDRI. Thank you, Marv. You are missed by so many.

We had a fantastic turnout at our first MPPAW meeting last month at Solera. Hopefully everyone enjoyed the location, the food, and especially the speaker, Dr. Bob Eichinger. His timely presentation revisited Marv's fêted article, Fads, Fashion and Folderol, and kept the audience engaged through humorous and provocative content. We hope that as many or more attend MPPAW this month to hear Dr. Mitch Kusy. He will be speaking on toxic personalities at work, no doubt a fascinating topic. No doubt we have all had the misfortune of dealing with a toxic personality at one time or another in our career!

When you attend MPPAW, you have the opportunity to meet others who study and practice I/O psychology in Minnesota. We discuss research, job opportunities, career successes, current events, publications, collaborative opportunities, and much more. Of course, you also have the benefit of listening to and learning from a distinguished speaker sharing data and insights on psychology applied to work. MPPAW strives to offer a range of topics; you may think the presentation one

month is not up your alley, but you'd be surprised at what lights a spark and relates to what you are working on or thinking about.

Come join us and light that spark – for your job, your research, your project, your client, your article, or your career! I look forward to meeting and visiting with you.

October Presentation Recap

Summary prepared by Rena Rasch, Co-Secretary

Fads, Fashion and Folderol Revisited

Bob Eichinger – Lominger International

At the September 2007 MPPAW meeting, Bob Eichinger, CEO of Lominger International, presented an update of a classic article (Fads, Fashions, and Folderol) by Marv Dunnette highlighting problems in the field of I/O Psychology.

To begin, Eichinger defined some terms: a fad is a capricious or short-lived practice, a fashion is a dubious habit or norm, and folderol is (in Eichinger's words) just crap. The original article described a utopian state of I/O Psychology characterized by less tension among titans, honest scholars, meaty journals, honest publishing, fewer little and disconnected studies, less distance between researchers and practitioners, fewer disputes, and increased rigor. Eichinger begs the question: are we closer now to this utopian ideal?

The presentation had four themes: the science-practice gap, crap sells, unsophisticated buyers, and the underperforming HR profession. Eichinger presented several solutions to the problems outlined. He argued that we should attempt to close the scientist-practitioner gap. He also suggested that I/O Psychologists engage in coordinated critiques in an effort to monitor what is marketed to the general business community. Eichinger also argued that I/O should assist the HR profession. Also, Eichinger suggested that I/O should extend validity to include the concept of ROI. I/O psychologists should also act as missionaries, educating consumers of our field. Eichinger stressed the importance of implementation, above and beyond creating, publishing and selling our work. Lastly, I/O should contribute to market place PR.

In sum, many of the same short-comings in the field exist today as in 1965. However, these short-comings are not insurmountable if we as a field take an active role in addressing them.

Member Profile

By Nate Dvorak, Co-Secretary

The Spotlight is on...

Mike Pate grew up in Bishop, CA a small town (5,000 residents) known for its annual Mule Days celebration each Memorial Day. A strong desire to apply his undergraduate psychological training to the work force is what drew Mike to the I/O field. After witnessing family members, (himself included) struggle through several jobs where performance was poorly measured, promotions were not merit-based, and organizations had trouble relating to their employees, he decided to contribute to the improvement of organizational and worker performance through his love of psychology.



Mike chose to attend the I/O program at Minnesota State University because of the program's reputation for providing students with excellent applied learning experiences coupled with detailed I/O theory education.

Although his alma mater, Northwest Nazarene University, had an Industrial and Organizational Psychology emphasis, he knew practically nothing about the field until reading a short description of I/O in a GRE Psychology study guide. While studying for the GRE one night, Mike came across descriptions of all the general psychology fields, and as he read about what I/O psychology entailed he made the decision to pursue the field. Four months later, Lisa Perez called with good news, informing him that he had been accepted into the I/O program at Minnesota State University.

Next time you see Mike at an MPPAW meeting ask him about his ability to hand-toss pizza crust and bake calzones. He has collected quite a few pizza and calzone recipes throughout the years and would be happy to share. When Mike is not working on schoolwork he enjoys spending time outdoors with his wife Mary. While at home he enjoys cooking, playing with their guinea pigs and reading science fiction novels.

When Mike looks back on his time spent at MSU one of the things he feels he will remember most is traveling. During his first year in the graduate program the students traveled to Clamshell Lake, MN, for a fall retreat, Kohler, WI, to tour the manufacturing facility and participated in the company's Leadership Development Program. The program also attended the SIOP conference in New York and ventured to Vietnam and Hong Kong for the biannual, two-week study abroad experience. Mike has talked with students from similar

graduate programs, and has not heard of any other programs that provide such vital national and international experiences.

After graduation in May, Mike plans to find a job and move with Mary (and the guinea pigs) to a new “base camp.” Having worked at Hennepin County during the summer, he is very interested in finding a government position that will allow him to utilize his training from MSU, especially concerning training and development, and project management. In addition, working in an organization that focuses on environment and worker safety piques his interest.

Mike would like to thank many people who have helped him get to where he currently is in his educational journey includ-

ing his undergraduate advisor, Dr. Glenna Andrews, who aided his development within the psychology field; his current professors at MSU; his co-workers this summer at the Hennepin County Human Resource OD team and most importantly his wife, Mary, who continues to provide moral support and reminds him that soda is not a food group.

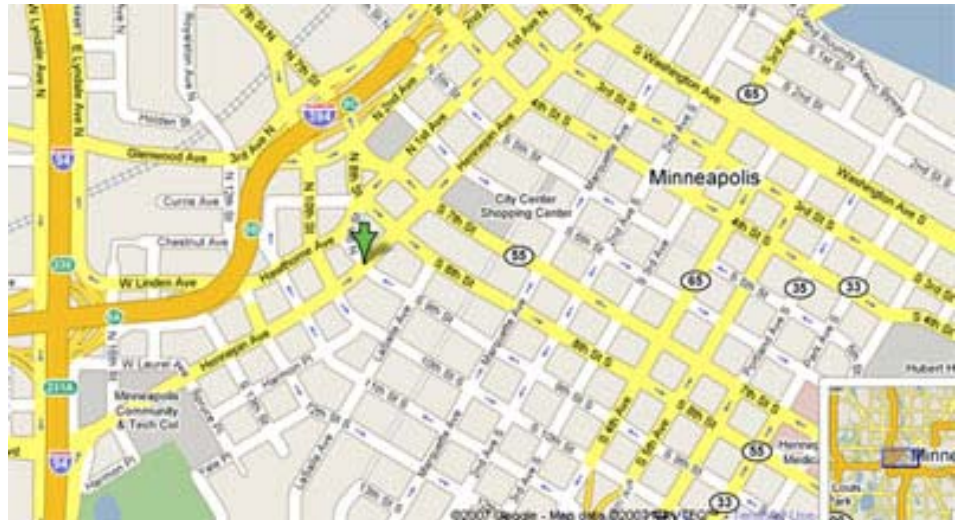
Website

Many updates have recently been made to the MPPAW website (www.mppaw.org). Visit the site to view updated pictures of recent meetings and be sure to check out the additions to our employment announcements

Format of Meetings

Meetings begin at 5:30 p.m. with a social hour, followed by the presentation at 6:20 p.m. The meeting will conclude at 7:45 p.m.

A fee of \$10.00 per MPPAW member and \$20.00 per non-member (\$5.00 and \$15.00 for students) covers food at the social hour, as well as the costs associated with the presentation that evening.



How to Get There...

Solera is located at 900 Hennepin Avenue in downtown Minneapolis. There is valet parking for \$6 or you can park in the Target Center garage directly behind Solera (and of course many other public lots around the 9th and Hennepin corner). Here's their website: <http://www.solera-restaurant.com/>

MPPAW Website: www.mppaw.org